



CIVIL AIR PATROL  
United States Air Force Auxiliary  
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## ACCOMPLISHMENTS 1 Jun 03 – 31 May 04

In early 2002, Squadron 23 was reborn. Over the next 18 months, the organization and its facility were reconstructed. During the last 12 months, the Squadron has blossomed. Below is a quick list of the “over and above” accomplishments of this stellar team:

### ❖ EMERGENCY SERVICES:

- ❖ Hosted Marin SAREX that was lauded as one of the best ever, despite no member of Squadron 23 ever having participated in hosting such an event previously. Several innovations were tried, all of which turned out to be great successes (e.g. offering mini-classes on important topics for all idle personnel; intentionally mixing crews and planes to expose weaknesses; giving assignments to all inbound crews so that transport legs would not be wasted; soliciting desired assignments in advance so that peoples’ daily roles could be predetermined to maximize the meeting of all needs; borrowing a huge tent from the National Guard to provide a cool place for crews to eat, refresh, and plan their sorties; inviting the Marin County Sheriff’s Air Patrol and giving their two crews briefings, assignments, etc). All of the documentation used to prepare for, solicit funding, run, and summarize this event has been posted on the Squadron 23 website in downloadable and editable formats so that any other squadron can benefit from these materials and the lessons learned (see <http://sq23.cawg.cap.gov> then click on “Resources”).
- ❖ Submitted a professional proposal to host an airplane, though this has not yet yielded any visible results. While Gness Field can be reached by most Squadron 23 pilots in 15 minutes in any normal traffic conditions, the closest CAP airplane is currently over one hour away from most Squadron 23 pilots when traffic is flowing at the limit, and double that during the extended rush hour periods.
- ❖ Squadron 23 has an impressive 9 pilots, 6 of whom are Mission Pilots, all of whom are instrument-rated. Most of these pilots are checked out in multiple aircraft, including the C182, C206, and BEA36. The standards maintained by this crew are phenomenal (as evidenced by a recent note from the NorCal Standards and Evaluations Officer John Lewis who said, after flying with one of our Mission Pilots at the Marin SAREX, “I would recommend (the PIC) for some type of formal recognition. If I seem a little over the top on this it is because the work we do in CAP serious. Peoples’ lives are saved through our work. We must always strive to be the best we can be. Professionalism needs to be infectious within the organization and when we find great performance it must be recognized. I love to catch people doing great.”). In addition, 3 members of the squadron are Certified Flight Instructors (all with Instrument privileges), two of whom are Form 5 check pilots and the third who will be attending the National Check Pilot Clinic in June 2004 in Sacramento to obtain his certification. These statistics are threefold better than any other squadron we’ve encountered, including those hosting airplanes.

- ❖ Other key CAP personnel are routinely copied on all Squadron 23 traffic and are a part of our mission alert list, including 3 pilots who are also Mission Pilots and Check Pilots who reside nearby but are a part of either Group 5 (based in Sacramento) or the non-flying San Francisco Squadron. This close communication further enhances the resources Squadron 23 has ready to respond to emergencies.
- ❖ Squadron 23 has an incredible response record to missions across the State (please see “Mission Log for Website.xls” attached or under “Mission Log” at <http://sq23.cawg.cap.gov>). In the last 12 months, squadron personnel have been involved in 47 missions (with the total number of missions since the rebirth of the unit in January 2002 now over 80). On the first one of the last 12 months, the squadron contributed no fewer than 275 hours to an intensive SAR mission based at Ukiah, with nine of its personnel participating on five of the six days of the mission, flying 142 people hours on 36 sorties. On every one of these missions, the participants reflect on what we learned and what lessons should be applied to future exercises. These lessons are documented in the mission log for constant reflection.
- ❖ More than 50% of the Wing Mission Alerting Officer (WMAO) responsibility within Group 5, and in some 2-week operational periods up to 75%, has been carried by Squadron 23 personnel.
- ❖ Two members of this squadron (out of 5 in the whole State!) were accepted into the “Fast Track” program to become qualified as Incident Commanders. They attended the annual IC training and calibration meeting in Santa Maria and have since managed more than a dozen missions between them, both ELT searches and actual missing aircraft, greatly supplementing the IC capacity in NorCal.
- ❖ Squadron 23 personnel and the headquarters were completely tested when called up on to manage a search for a Mitsubishi MU-2 aircraft that disappeared en route from Imperial (San Diego) to Napa. Everything worked as designed, including operations boards, the MMU, all communications equipment, personnel, etc. The search was efficiently and professionally conducted and the wreckage was located exactly where CAP personnel indicated it must be, within a very small area at the deepest part of the Napa River channel. State OES personnel were very complimentary of CAP’s abilities.
- ❖ Considerable training and more than ten Form 5 check-rides were performed by Squadron 23 check-pilots, many of these for members of other squadrons.
- ❖ Beyond routine training, conducted several more formal courses in-house to develop the skills of members. These were open to other squadrons as well and included UDF, MSA, GTM, and ACUT (at which two members became qualified to teach this course without supervision in the future). Virtually all Senior members have taken the SET exam and mentoring of other members takes place routinely.
- ❖ Dramatically upgraded and distributed the “Direction Finding” PowerPoint presentation. This package has since been presented by Squadron 23 members to the Marin County Sheriff’s Air Patrol and the Search and Rescue teams and Open Space and Park Service Rangers of Marin, Napa, and Sonoma Counties.
- ❖ Refined a Squadron Alert List which, while it is small enough to keep in a wallet, is VERY complete and practical (phone/pager numbers, Yosemite call signs, planes qualified in, ratings both complete and in progress, etc) and should be considered a best practice.
- ❖ Edited and provided comprehensive feedback to CAWG on necessary corrections and suggested enhancements to the following training packages: AOB, PSC, and IC
- ❖ Established constructive working relationship with the Red Cross and the Coast Guard.

- ❖ After CAP's requirement caused one member to take basic medical training, he was inspired to pursue advanced ratings (e.g. EMT). He subsequently received a commendation from the California Highway Patrol (and should soon as well from CAP) for stopping to assist a family whose minivan had departed the freeway and rolled 7 times. He played a crucial role in saving the lives of two children and a pregnant mother, all of whom were taken via LifeFlight to local hospitals. A photo of his acceptance of the CHP certificate is contained in the latest issue of the CAWG Eagle Call magazine.

## ❖ **AEROSPACE EDUCATION:**

- ❖ Arranged for the History Channel program "Tactical to Practical" to film CAP in action, both on the ground and in the air. Though the intent of the producers was originally to get footage only for a "Homeland Security" segment, it appears that CAP may now be featured in several other segments due to air during the Fall of 2004, including "Search and Rescue." In addition, we now have a very cooperative relationship established with the producer that will certainly result in further contact if there's an opportunity for us to help, participate in further filming, fill in voice-overs, etc.
- ❖ Arranged for and hosted a speaking engagement for Captain Al Haynes, pilot of United Flight 232 that made an emergency landing in Sioux City Iowa with no hydraulics. This event was widely publicized and attended by over 400 members of the local community. Al did not disappoint his audience, and awareness of CAP rose dramatically, leading directly to several new Senior and Cadet members.
- ❖ Along with the Cadet program has come a new emphasis on Aerospace Education. In addition to the many outside speakers and events mentioned elsewhere in this document, there's been intense focus on pursuing knowledge and awards available within CAP. This has already resulted in Cadets achieving key milestones, and is expected to result in over 15 Senior members completing the requirements for the Chuck Yeager award within the next month (were it not for the inspection taking place in just over one week, this would have happened even sooner).
- ❖ Made external Aerospace Education presentations to 2 high school classes as a part of the Sally Ride Science Festival for Girls.
- ❖ Assembled an unequalled library of aviation materials (books, magazines, and video tapes) has been established for use by all Squadron members to improve historical understanding of aviation and CAP, how to fly, why planes fly, how to maintain planes, etc.
- ❖ Several pilots traveled to Beale AFB in February to spend a day learning about flight physiology and to learn how they respond to lack of Oxygen (an environment created in an altitude chamber). These members shared what they learned with all other members of the squadron so the lessons were widespread.
- ❖ Put in place an exceptionally professional and current website (<http://sq23.cawg.cap.gov>) where items helpful to squadron members, other squadrons, and the general public are posted regularly.
- ❖ Hosted, frequently in concert with EAA, several fascinating outside speakers, including:
  - Retired UAL pilot Phil Simon spoke on two occasions (once on "IFR around the world" and once on "The history of aviation charting");
  - Dan Poynter, renowned parachutist and prolific author spoke about people who have survived bailing out of aircraft without chutes.

- Bruce Stahley, Asst. Emergency Services Coordinator for Marin County, filled in the team on the County's Emergency Response plans and facilities and how CAP may be able to provide assistance.
- Nick Tarlson who spoke of the U.S. Coast Guard Auxiliary and how CAP and this organization may be able to support each other. Discussions are still underway re: implementing the intent of the national CAP-USCG agreements.
- ❖ Squadron members attended multiple outside gatherings as official envoys of CAP to both educate the community about CAP and to recruit appropriate members (e.g. Institute of Management Accountants, multiple FAA seminars, etc).
- ❖ Published an overview of CAP in the electronic and printed newsletter of the local Fixed Base Operator (FBO) AirWard to generate awareness and potentially additional high-caliber members.
- ❖ Continued to increase utilization of the facility, and resulting visibility of CAP, by hosting Experimental Aircraft Association (EAA) meetings, training and meetings for the Marin County Sheriff's Air Patrol and Marin County Search and Rescue team, and classes hosted by the local FBO AirWard. Additionally, and importantly, the facility has been offered to the Marin County Aviation Commission for their monthly meetings and to the FAA Flight Standards District Office for their safety seminars though neither of these groups has yet permanently relocated their events to the CAP headquarters.
- ❖ Made regular presentations to the Marin County Aviation Commission and the Gness Field airport manager of the status, progress, and plans of CAP in Marin. This group has been thoroughly impressed and is VERY happy with the contributions that CAP is making in the County and at the airport.

## ❖ **CADET PROGRAM:**

- ❖ Launched a Cadet program! This is a huge accomplishment since NO Cadet program existed at this time last year. There are now 7 paid Cadets, several more regularly attending and planning to join shortly, and noticeable numbers of new recruits every month. The Cadets in the program are very gung-ho, are impressive in their uniforms that they wear with pride, are advancing in their ranks, and are all progressing with Emergency Services qualifications, training alongside the Senior members. The Senior and Cadet meeting schedules have been set up so that there is a lot of interaction between the two groups and everyone has a chance to discuss and learn about topics of common interest. Dedicated office and meeting space has been set up for the Cadets and is properly maintained by them.
- ❖ Took on responsibility for both the Northern California Glider Program and management of the aircraft itself. The first flights are expected to be just weeks after the publication of this document. Taking on these responsibilities was no small matter. No glider program existed in NorCal, the glider had sat dormant for well over a year, only one CAP glider pilot had been identified and he was overcommitted at work, and the Wing Commander had made clear that if the program did not get underway that the glider would be removed from the northern end of the State.
- ❖ Participated in a 2003 Aviation Day hosted by the Experimental Aircraft Association (EAA) at Gness Field. In 2004, CAP will co-host (with EAA) a much-larger Youth Aviation Day at Gness Field at the end of June. Over 400 people are expected. This will include rides given by EAA pilots and static displays which will include CAP aircraft.

## ❖ OTHER:

- ❖ Grew to over 30 members with over 80 on the “interested parties” list and copied on major developments.
- ❖ Continued to improve the Squadron 23 headquarters and ensured that it does not deteriorate, including staying well ahead of routine maintenance by accomplishing tasks such as putting a new roof on the headquarters with funds donated by local pilots who appreciate the work CAP is doing in Marin.
- ❖ Designed, got appropriate approvals, and had manufactured a beautiful squadron patch (a copy of which can be seen at the header of this document). These patches can be seen throughout CAWG as members of other units have purchased them. The results of Sq 23 research into how and where to best get patches made has been distributed to all who have expressed interest.
- ❖ Squadron 23 personnel have made a number of constructive suggestions to CAWG:
  - Ghostwriting a memo for the CAWG CC to educate personnel on how to properly fill out a CAPF 108 reimbursement request as well as to clarify the different aircraft rates and when to use which ones. This was an area of huge confusion for most personnel, including Squadron CC’s and FO’s who were unable to properly answer the questions of their members.
  - Suggesting a “hot crew” process by which there would always be a plane and crew ready to launch on short notice, thus eliminating the periodic multiple requests from ICs for a crew.
  - Suggesting modifications to the Form 5 checklist and aircraft questionnaire that would cause the conscious inclusion of aircraft-specific issues and traps (e.g. the importance of neutralizing the pitch trim in a Bonanza A36 after landing, the emergency gear extension procedure, etc).
- ❖ The squadron commander stepped forward to take minutes at Group 5 commanders’ meetings so that those not present can remain informed of current information and decisions. This is a function that was not fulfilled prior to his involvement and still is not routinely fulfilled when he is absent.
- ❖ Two members of Squadron 23 attended the IG training course conducted in Oakland. These members have since led the effort to ensure that the unit will pass its next inspection (scheduled for June 12, 2004) with flying colors. Another member of the squadron has participated in several audits of other units in NorCal.
- ❖ Three members of Squadron 23 attended the annual CAWG conference despite the fact that it was at the other end of the State. Many members are planning to attend the next conference when it is in NorCal.
- ❖ Eight members of the Squadron attended SLS courses, while one Sq 23 member taught there and attended CLC.
- ❖ The squadron’s Legal Officer took over responsibility for all legal issues in the northern end of the State.
- ❖ Negotiated with the County of Marin for a complete elimination of property tax for CAP assets (we have a hangar and a 60’x25’ portable office building at Gnos Field).
- ❖ Published several professionally-written documents which, while not required, are highly encouraged and valuable.(e.g. Biographies of the current and all former squadron commanders, an annual want list, an annual historical report).

- ❖ Developed Personnel, Pilot, and Emergency Services file checklists that make immediately clear the currency and completeness of all individuals' files and force consistent organization that facilitates reviewing these documents. In addition, the ES files for all personnel are contained in binders which ensures the security and orderliness of all paperwork.
- ❖ Provided considerable resources to other squadrons (copiers, computers, partitions, etc) and continued to acquire needed resources to improve Squadron 23, one vehicle being the maintenance and wide communication of a "Want List" (see attached).
- ❖ Held a very rewarding Recognition Night in January with many outside guests at which all active members were applauded for their contributions to the success of Squadron 23.
- ❖ Dramatically upgraded the quantity and quality of the computer resources available to members and for managing missions. Squadron 23 now has a network comparable to most small businesses with 10 PCs, a T1 internet line, wireless connectivity for PCs so equipped, LAN sockets throughout the building, shared printers and scanners, a server, MMU and virus software on all machines, etc. These tools have allowed management of both real missions and the SAREX with great ease (e.g. ability to manage most issues on the MMU, to immediately go online and search for maps and other information, and to access and print online forms, etc). As in other areas, issues which have been found in this area (e.g. stability of the MMU when installed on multiple PCs) have been clearly documented and appropriate feedback provided to the people who can resolve them.
- ❖ Launched effort to ensure that all officer positions were staffed by competent, properly trained individuals AND that all of these people had sufficient backup. All positions are currently managed by exceptionally competent people, and there are now very few positions in the Squadron which don't have back-ups ready to step in whenever needed and these are being addressed currently.
- ❖ Maintained extremely high safety standards, including having no accidents or injuries and being the first NorCal squadron to publish a professional "Safety Supplement" which was subsequently distributed to all other squadrons for use as a model.
- ❖ Continued to maintain and improve the "Squadron 23 Handbook" intended to greatly facilitate the understanding and progress of all CAP members. This has been distributed by the Group 5 Commander to all other squadrons in the Group.
- ❖ Established standards that are now followed by other units (e.g. the contents of the new member application packet including an OES form so there's no chance a member will fail to have this registration).
- ❖ Prepared for an inspection by Group 5 scheduled for June 12th. All officers are reporting that their areas are well in hand.

Sincerely,

Gregory R. Felton  
 Captain  
 Commander  
 Marin Air Rescue, Squadron 23, California Wing, CAP